

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Best Foods Caribbean Inc.

Puerto Rico Manufacturing Extension Inc

Bestfoods-Caribbean Tastes Success

Client Profile:

Bestfoods-Caribbean, Inc. is a food processing company located in Arecibo, Puerto Rico. The company is owned by Unilever, Inc. and manufactures seasonings, concentrated broth, and cooking oils. Bestfoods-Caribbean, Inc. has been in operation for approximately 27 years and currently employs 120 people.

Situation:

Bestfoods employees participated in a Lean 101 in-house seminar conducted by Puerto Rico Manufacturing Extension, Inc. (PRiMEX), a NIST MEP network affiliate. The participants applied the lean principles they learned during the seminar and identified the weight and preparation of ingredients as an area for improvement. Their goal was to simplify its operation and decrease the time spent on this activity. Bestfoods engaged PRiMEX to help with this lean implementation.

Solution:

PRiMEX, working with a team of employees from various Bestfoods departments, conducted a value stream mapping (VSM) exercise to help identify bottlenecks and other areas of improvement in the manufacturing process. Using the map as a guideline, PRiMEX made modifications to the weight station to reduce throughput time and facilitate the process. Based on PRiMEX's recommendations, Bestfoods built an additional door to the area to allow operators to quickly move between both areas and established a kanban station next to the mixing room to reduce unnecessary movements. Finally, PRiMEX advised Bestfoods to relocate the special product packaging area to create better flow and efficiency.

Results:

Reduced time required for the weight operation by 18.7 percent.
Reduced cycle time for one of the mixers by 13.5 percent.
Relocated special package products operation for a 15 percent improvement in efficiency.
Added new products to the line.

Testimonial:

"The results of the Value Stream event were excellent and allowed us to introduce additional products. We are looking forward to working with PRiMEX

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to explore additional opportunities we have already identified."

Eduardo Cabrera, Plant Manager